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POLICY STATEMENT M1-00

From: Commander
To: Distribution List

Subj: LEADERSHIP FOR MARINES AND CIVILIAN MARINES

Ref: (a) Commandant's Planning Guide of Jul 99

1. Purpose. To establish policy for Leadership as a core competency in Officers, Staff Noncommissioned Officers, Noncommissioned Officers, and the Civilian-Marine work force.

2. Background.

a. The Marine Corps leadership approach is carefully tailored to the demands of an expeditionary force in readiness that must be capable of immediate deployment and action. Marine Corps Materiel Command leaders must rise to a high standard, to ensure quality materiel readiness to the operating forces by providing Life Cycle Management of Marine Corps weapon systems, equipment, munitions, and information systems. We must initiate continued efforts to possess and maintain a thorough understanding of the goals, values, and institutional objectives of the Marine Corps. Leadership traits include integrity, knowledge, courage, decisiveness, dependability, initiative, tact, judgement, loyalty, unselfishness, endurance, bearing, enthusiasm, and justice. Quality leadership is not experienced until all of these traits are possessed and regularly practiced.

b. Innovation acts as a leadership catalyst and requires a constant two-way system of communication. This involves listening to subordinate Marines and Civilian-Marines who "own" their jobs and implementing viable, forward-thinking recommendations to improve business practices and enhance cohesive relationships.

c. Leadership is a large part of our heritage which has been passed from Marine to Marine since the founding of the Corps, mainly acquired by observation, experience, and emulation. Working with other Marines

and Civilian-Marines is the best schooling for growing quality leaders. The tradition of leadership education is best described as "leading by example", as a Marine, and a citizen. As leaders in the Nation's 911 Force, the effect of our example is emphasized and magnified a hundred-fold.

3. Policy

a. It is the policy of this Command that all Leaders endorse the following philosophies to promote productive, informed, well-trained, and educated Marines and Civilian-Marines:

(1) Trust is essential in forging lasting bonds between the Leader and the led. It is experienced through mutual respect and confidence even under the most difficult circumstances. Leaders shall eagerly pursue the trust of our work force, thereby facilitating an environment of creativity and willingness to take risks, advancing the Corps further into the 21st Century.

(2) Tolerance is required when mistakes are experienced. This unleashes creativity and initiative. Leadership, at all levels, determines how we address those mistakes. Tolerance contributes to our leadership skills by encouraging us to accept prudent risks. When we are confident and held to reasonable expectations, the process of trial and error will enhance learning and encourage boldness that should be our hallmark. IL It is also important to Understand that mistakes are not always indicative of future performance. As we mature and grow with experience, we benefit from the lessons of the past. Leadership tempered with tolerance can keep career aspirations alive for those who talc more time to find their stride.

(3) Cohesion is "the act or state of sticking together" says Merriam-Webster. We know it as a sense of belonging, something that every Leader should ensure for all subordinates. Leaders of all levels, from senior commanders to corporals, should aim to instill this sense of belonging and involvement as a vital member of the Marine Corps team. regardless of a Marines'/Civilian-Marines' length of service. Leaders accomplish this by genuinely demonstrating to subordinates that their lives, safety, physical well-being, professional competence, and opinions are highly valued and are of the utmost importance.

(4) Sustainment is the act which Leaders support that which is true and

just. It is an evolutionary process of making choices to honor core values, promoting cohesion, and encouraging a sense of mission and service that are the dominant characteristics of the Marine Corps. In order to accomplish sustain anent, leaders should emphasize the roles of our senior Marines and Civilian-Marines as mentors, enabling them to share their wisdom and experience with upcoming generations of workers, handing down that mantle of experience lest we forget or overlook; their sacrifices.

b. It is my intent to require the Command to adhere to this leadership philosophy, to invest in our most vital asset, people. Marines and Civilian-Marines should possess a leadership style which embodies the spirit and essence of those Leaders who have gone before us. It is about traditions of our Corps that we rely upon to map our course and the fortitude to continue the march when adversity strikes. It is about a kinship of men and women of all races and creeds who, in their daily acts, epitomize our Corps values: *honor, courage, commitment*.

4. Applicability. This Policy is applicable throughout Materiel Command.

[Sign]

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